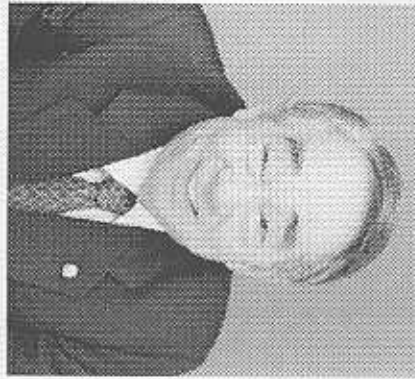


**EXHIBIT 16**

**MAZ. AFF.**



長榮集團總裁、董事長 張榮發先生  
DR. Y. Y. CHANG, Chairman  
EVERGREEN GROUP

長榮集團始自於其集團運輸股份有限公司，創立於1968年9月1日，成立之初，僅以一艘十五千噸的散貨船經營，雖艱難維艱，但始終以經營定期航線之營運服務為志。因此成立美線、加航線、開闢了遠東／中東、遠東／中東美洲、遠東／北亞及地中海等定期航線，展開遠洋定期航線之營運。

1975年，正當船運危機重擊全球，海運市場瀕於崩潰之際，長榮集團卻因新舊船隻，對歐洲地區貨運化之計劃，以新舊的交貨至貨機船隻，開闢遠東／美國東岸主幹線定期航線，而開闢至貨機船隻之先例，繼而，多條主幹線定期航線先後開闢成功，為日後擴展航線，奠定堅實的基礎。

1984年，長榮船運開闢了史無前例的環球東西雙向主幹線定期航線，並以高峯率之空運船隻服務，配合完善的電腦資訊系統，提供全球工商業價值，便利、安全之運輸服務，開始以空運服務客戶之支持，隨著時代快速變遷，長榮也強化增設營運策略，以符合市場需求。例如在2002年以一條雙週航線取代了經營十八年的環球東西雙向航線。

在擴充航線長中，長榮船運為船務業主，不斷推出新航線，擴展營運航線及提高服務品質。例如，為提供貨主由至西的運輸服務，長榮船運更不斷擴展至太平洋上之東航及轉運服務，使主要航線之運輸服務更趨一體化之運輸服務。

幾度三平，長榮船運更將航線擴充至亞洲、中東、歐洲、美洲、非洲及地中海等地區，長榮船運更已躍居全球最大的貨運航線經營者之一。

長榮船運一向以不斷提供船務品質為宗旨，今後將繼續努力開拓工商界之精神，提供更具效率之運輸服務，以維持其在全球貨運業中，扮演更重要的角色。

長榮集團創辦人張榮發  
張榮發

Evergreen Marine Corporation was established on September 1, 1968. Although it started with just a secondhand general cargo vessel providing a "go anywhere" service, Evergreen was intent on building up a business, which would provide its customers with scheduled marine transportation services.

Consequently, less than one year after its foundation, Evergreen introduced its first liner service on the then relatively neglected Far East-Middle East trade route. Subsequently, other regular liner services were successfully established over a relatively short period of time.

Recognizing the new trends in liner shipping, Evergreen launched its first full container service in 1975, sailing from the Far East to the US East Coast. The inauguration of this venture was achieved successfully despite an oil crisis hitting the world economy and, in turn, the liner shipping industry. Following its first move into container transport, Evergreen systematically containerized all of its major liner routes in preparation for its planned Round-the-World full container service.

In July, 1984, Evergreen initiated a two-way Round-the-World container service. With highly efficient container vessels and global operations controlled by a well-developed computer network, this unique service provided shippers with a very efficient transportation system and made a major contribution to the development of trade worldwide for 18 years.

Times change though and Evergreen has moved with them. Today, demand patterns are changing and so Evergreen needs to rationalize schedules so as to continue to provide customers with the best possible service. This prompted

Evergreen to terminate its Round-the-World service in 2002, replacing it with "pendulum services".

Elsewhere too, Evergreen has adopted a policy whereby, in order to serve its customers more efficiently, it has continuously expanded its trading routes and upgraded its services with the introduction of new systems and concepts. For example, Evergreen has developed its feeder and inland transportation networks to connect with mother vessels in the various ports the company serves. In this way, it provides links with markets both large and small, along the coastline and far inland. Door-to-door transportation has become the natural expectation of Evergreen customers.

Today, Evergreen provides liner services throughout Asia, the Middle East, Europe, the Americas, Australia, Africa and the Mediterranean. Yet, despite being one of the world's largest ocean carriers, it operates in an independent style that affords maximum flexibility to adjust its operations. This policy enables it to be highly responsive to customer needs. In a world of fast-changing market conditions, we know our customers need and appreciate this.

Evergreen is committed to maintaining its traditional philosophy of serving world trade by providing the best transport services possible. By so doing, it is certain to play an even more important role in the world of commerce.

DR. Y. Y. CHANG  
CHAIRMAN AND FOUNDER OF  
EVERGREEN GROUP

張榮發